April 1987

DEPUTY DIRECTOR FOR REQUIREMENTS AND EVALUATION
REQUIREMENTS AND EVALUATION OFFICE

Mission

The Deputy Director for Requirements and Evaluation (DDRE) is responsible for translating policymakers' intelligence needs into requirements, assigning priorities to these requirements, evaluating collection and production performance against the requirements, and through these evaluations, providing feedback both for revised tasking and future investment strategies.

Functions

-   Direct the activities of the staffs that provide support to the DCI Collection Committees (COMIREX, SIGINT, HUMINT, and MASINT), the Intelligence Producers Council (IPC), and the newly created Consolidated Requirements and Evaluation Committee (CREC)*

-   Through these staffs:

    --   Establish policy and process for the intelligence requirements system

    --   Validate requirements on an all-source basis

    --   Establish an evaluation process to determine the extent of requirements satisfaction

    --   Validate and prioritize shortfalls in collection, processing, and analysis as a guide to current tasking and future investments

-   Oversee the preparation of studies designed to identify ways of improving the Community's intelligence capabilities against specific, critical problems that span collection and/or production disciplines

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* CREC will be chaired by the DDRE, and members will include Chairmen of the DCI Production Committees, DCI Collection Committees, the National Intelligence Council, and the Intelligence Producers Council.

Organization

The DDRE is a new position, to be filled by Mr. Douglas George beginning May 1987. Immediate staff support to Mr. George will be provided by the newly created Requirements and Evaluation Office (REO) which consists of 12
25X1 positions and is directed by

Major Activities/Issues

Near-term activities include establishment of the Requirements and Evaluation Office, movement of the Intelligence Producers Council staff from
25X1 Langley to   and integration of their efforts under the DDRE, and developing operating procedures for the new Consolidated Requirements and Evaluation Committee.

It is currently anticipated that near-term emphasis in the Requirements and Evaluation Office will be on:

- Reviewing existing requirements systems, integrating where necessary existing efforts related to the National Intelligence Topics (NITs), the DCID 1/2 geotopical priority system, and the Compendium of Future Intelligence Requirements;

- Continued performance of topic-specific (i.e. vertical) studies when requested, using the Critical Intelligence Problems Committee (CIPC) as appropriate. (For example, ongoing CIPC studies on Support to Limited Military Operations and Soviet Submarines will be completed in the next few weeks, and a review of the Community's intelligence production capabilities in the area of Chemical and Biological Warfare [CBW] has just been initiated at the request of the NIO at Large.); and

- Examining alternative ways of conducting structured, routine assessments of intelligence requirements satisfaction across intelligence disciplines and subject areas. Such a "horizontal" evaluation process is important to provide a context for selecting areas where more in-depth vertical studies might be most productive and in prioritizing among recommendations from vertical studies for future investments.

SECRET

Bob Gates proposal to McMahon & Casey prior to SIG(I) mtg on 31 Aug '82

An Improved Policy-Intelligence Dialogue

The Problem

Informal relationships and requirements between policy agencies and intelligence agencies generally are satisfactory and quite active. The formal requirements process and dialogue is infrequent (once a year) and sterile. We need to make the formal relationship more dynamic and useful for both parties.

A Proposal

1. Establish a SIG-I to meet quarterly to discuss (1) current needs and requirements and (2) possible changes in long-range priorities, and to permit a candid and ongoing dialogue about intelligence support for the policy process. The SIG-I would be chaired by the DDCI and participation would be at the Undersecretary level to insure that members had a broad perspective of departmental needs.

2. To diminish confusion about the requirements process, the long-range or "continuing" NITs would be eliminated. They would be replaced by the existing DCID 1/2 priority listing, which would be provided to members of the SIG prior to each quarterly meeting to afford an opportunity for policy agency-sponsored revisions in the priority list. Because this list is so basic, one would anticipate relatively few changes.

3. Prior to each of the quarterly meetings of the SIG, a list of appropriate CIA, DIA, INR and NIC publications would be provided to the members of the SIG, with each publication keyed to the current NIT or DCID 1/2 subject to which it was responsive.

4. Every six months (or once a year), the Intelligence Community under the auspices of the Intelligence Producers Council would prepare a statement on each current NIT and major DCID 1/2 subject of the identified significant gaps in US knowledge on that subject. This would be intended to serve as a guide for intelligence collectors and analysts, as well as useful background information for policymakers.

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